

# Laura E. Marler

**Jim & Pat Coggin Endowed Professor of Management**  
**College of Business, Mississippi State University**  
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## EDUCATION

*D.B.A., OB/HR, Louisiana Tech University, 2008*  
*M.B.A., Louisiana Tech University, Management Concentration, 2004*  
*B.S., Louisiana College, Accounting Major, 2002*

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## ACADEMIC EXPERIENCE

### **Mississippi State University, Department of Management & Information Systems**

*Department Head, 2020 – Present*  
*PhD Program Coordinator, 2017 – 2020*  
*Professor of Management, 2020 – Present*  
*Associate Professor, 2014 – 2020*  
*Assistant Professor, 2008 – 2014*

### **Louisiana Tech University, Department of Management & Information Systems**

*Teaching Assistant, 2006 – 2008*  
*Research Assistant, 2004 – 2006*  
*Graduate Assistant, 2002 – 2004*

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## AWARDS RECEIVED

### **Professorship**

*Jim & Pat Coggin Endowment, College of Business, 2020*

### **Fellowship**

*Bobby & Barbara Martin Fellow, College of Business, 2019*

### **Research Awards**

*Notable Scholar, College of Business, Award Recipient, 2013*  
*Notable Scholar, College of Business, Award Recipient, 2012*  
*State Pride, Mississippi State University, Award Recipient, 2011*  
*State Pride, Mississippi State University Award Recipient, 2010*

### **Professional Research-Related Service Awards**

*Outstanding Reviewer, Entrepreneurship Theory and Practice, 2017*  
*Outstanding Reviewer, OB Division of the Academy of Management, 2008 – 2011*

### **Ph.D. Advisor Award**

*Outstanding Graduate Advisor Award, MSU Graduate Student Association, 2019*

### **Faculty Leadership Program**

*Participant, James D. McComas Class, 2019 – 2020*

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## RESEARCH

### Research Summary

Research interests include proactivity and the management of human talent within family firms. Research has been published in 29 peer-reviewed journal articles (16 A-level, 8 B-level, & 6 unranked by College) and 4 book chapters, cited over 2,200 times, and presented in over 40 peer-reviewed or invited conference presentations.

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### Peer Reviewed Research Journal Articles

†Financial Times 40/45/50 journal, \*Current or former PhD Student, COB-A A-level journal on College List  
COB-B B-level journal on College List, ABS-A Considered A-ranking by College based on ABS journal list

1. Li\*, Z., Daspit, J., & Marler, L. E. Forthcoming. Executive Pay Dispersion: Reconciling the Differing Effects of Pay Inequality and Pay Inequity on Firm Performance. *The International Journal of Human Resource Management*<sup>ABS-A</sup>.
2. Kim\*, T., Sexton, J., & Marler, L. E. Forthcoming. Innovation as a Mixed Gamble in Family Firms: The Moderating Effect of Inter-Organizational Cooperation. *Small Business Economics*<sup>ABS-A</sup> Special Issue, "The "open family firm": Social capital, networks, collaborations and the formation of business and entrepreneurial ecosystems in the family business context."
3. Fang\*, H., Singh, K., Kim\*, T., Marler, L., Chrisman, J. 2021. Family business research in Asia: Review and future directions. *Asia Pacific Journal Management*<sup>ABS-A</sup>  
<https://doi.org/10.1007/s10490-021-09760-2>
4. Carr, J., Vardaman, J. M., Marler, L. E., McLarty, B. & Blettner, D. 2021. Psychological antecedents of decision comprehensiveness and their relationship to decision quality and performance in family firms: An upper echelons perspective. *Family Business Review*<sup>COB-A</sup> Special Issue on "Psychological Foundations of Management in Family Firms." 34(1): 33-47.
5. Kim\*, T., & Marler, L.E. 2020. Are non-blood related "family" members treated differently? Determinants of bifurcation bias among family members in the family firm, *Journal of Family Business Management*, <https://doi.org/10.1108/JFBM-06-2020-0057>
6. Tabor\*, W., Madison, K., Marler, L. E., & Kellermanns, F. W. 2020. The effects of spiritual leadership in family firms: A conservation of resources perspective. *Journal of Business Ethics*<sup>COB-A</sup> Special Issue on "Values, Spirituality, and Religion: Family Business and the Roots of Sustainable Ethical Behavior." 163: 729-743.
7. Vardaman, J. M., Rogers\*, B., Marler, L. E. 2020. Retaining nurses in a changing health care environment: The role of job embeddedness and self-efficacy. *Health Care Management Review*<sup>COB-A</sup>, 45(1): 52-59.
8. Penney, C. P., Vardaman, J. M., Marler, L. E., & Antin-Yates\*, V. A. 2019. An image theory of strategic decision-making in family businesses. *Journal of Family Business Management*, 9(4): 451-467.

9. Bajaba\*, S., Fuller, J. B., Marler, L. E., & Bajaba\*, A. 2018. Does mindfulness enhance the beneficial outcomes that accrue to employees with proactive personalities? *Current Psychology: A Journal for Diverse Perspectives on Diverse Psychological Issues*. <https://doi.org/10.1007/s12144-018-9995-3>
10. Marler, L. E., & Stanley, L. J. 2018. Who are your friends? The influence of identification and family in- and out-group friendships on nonfamily employee OCB and deviance. *Entrepreneurship Theory and Practice*<sup>COB-A †</sup>, 42(2), 310-316.
11. Marett, E. G., Marler, L. E., & Marett, L. K. 2018. Socioemotional wealth importance within family firm internal communication. *Journal of Family Business Management*, 8(1), 22-37.
12. Fuller, B., Liu, Y., Bajaba\*, S., Marler, L. E., & Pratt, J. 2018. Examining how the personality, self-efficacy, and anticipatory cognitions of potential entrepreneurs shape their entrepreneurial intentions. *Personality and Individual Differences*<sup>ABS-A</sup>, 125, 120-125.
13. Dhaenens\*, A. J., Marler, L. E., Vardaman, J. M., & Chrisman, J. C. 2018. Mentoring in family businesses: Toward an understanding of commitment outcomes. *Human Resource Management Review*<sup>ABS-A</sup>, 28, 46-55.
14. Fuller, J. B., Marler, L. E., Cox, S. S., Simmering, M. J., Bennett, R. B., & Curry\*, J. 2017. You've got the touch, or do you? A gendered emotional display perspective on workplace touch and perceived supervisor support. *Journal of Managerial Issues*<sup>COB-B</sup>, 29(4), 395-413.
15. Marler, L. E., Botero, I. C., & De Massis, A. 2017. Succession-related role transitions in family firms: The impact of proactive personality. *Journal of Managerial Issues Special Issue*<sup>COB-B</sup> on "Strategic Issues in the Family Firm," 29(1), 57-81.
16. Holt, D. T., Markova, G., Dhaenens\*, A. J., Marler, L. E., & Heilmann, S. G. 2016. Formal or informal mentoring: What drives employees to seek informal mentors? *Journal of Managerial Issues*<sup>COB-B</sup>, 28(2), 67-82.
17. Fuller, J. B., Marler, L. E., Hester, K., & Otondo, R. 2015. Leader reactions to proactive behavior: Giving credit when credit is due. *Human Relations*<sup>COB-A †</sup>, 68(6), 879-898.
18. Marler, L. E., & Marett, L. K. 2013. Feedback distractions during computer-mediated group collaboration. *Journal of Managerial Issues*<sup>COB-B</sup>, 25(2), 172-191.
19. Simmering, M. J., Fuller, J. B., Marler, L. E., Cox, S. S., & Bennett, R. J. 2013. Tactile interaction norms and positive workplace touch. *Journal of Managerial Issues*<sup>COB-B</sup>, 25(2), 132-153.
20. Fuller, J. B., Marler, L. E., & Hester, K. 2012. Bridge building within the province of proactivity. *Journal of Organizational Behavior*<sup>COB-A</sup>, 33(8), 1031-1192.
21. Marler, L. E., McKee\*, D. N., Cox, S. S., Simmering, M. J., & Allen, D. G. 2012. Don't make me the bad guy: Self-monitoring, organizational norms, and the Mum Effect. *Journal of Managerial Issues*<sup>COB-B</sup>, 24(1), 97-116.

22. Barnett, T., Long, R. G., & Marler, L. E. 2012. Vision and exchange in intra-family succession: Effects on procedural justice climate among non-family managers. *Entrepreneurship Theory and Practice*<sup>COB-A †</sup>, 36(6), 1207-1225.
23. Marler, L. E., Cox, S. S., Simmering, M. J., Bennett, R. J., & Fuller, J. B. 2011. Exploring the role of touch and apologies in forgiveness of workplace offenses. *Journal of Managerial Issues*<sup>COB-B</sup>, 23(2), 144-163.
24. Fuller, J. B., Simmering, M. J., Marler, L. E., Cox, S. S., Bennett, R. J., & Cheramie, R. A. 2011. Exploring touch as a positive workplace behavior. *Human Relations*<sup>COB-A †</sup>, 64(2), 231-256
25. Cox, S. S., Marler, L. E., Simmering, M. J., & Totten, J. 2011. Giving feedback: Development of scales for Mum Effect, discomfort giving feedback, and feedback medium preference. *Performance Improvement Quarterly*, 23(4), 49-69.
26. Pearson, A. W., & Marler, L. E. 2010. A leadership perspective of reciprocal stewardship in family firms. *Entrepreneurship Theory and Practice*<sup>COB-A †</sup>, 34(6), 1117-1124.
27. Fuller, J. B., & Marler, L. E. 2009. Change driven by nature: A meta-analytic review of the proactive personality literature. *Journal of Vocational Behavior*<sup>ABS-A</sup>, 75, 329-345.
28. Fuller, J. B., Marler, L. E., & Hester, L. K. 2006. Promoting felt responsibility for constructive change and proactive behavior: Exploring aspects of an elaborated model of work design. *Journal of Organizational Behavior*<sup>COB-A</sup>, 27, 1089-1120.
29. Fuller, J. B., Marler, L. E., Hester, K., Frey, L., & Relyea, C. 2006. Construed external image and organizational identification: A test of the moderating influence of need for esteem. *The Journal of Social Psychology*, 146, 701-716.

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### Book Chapters

1. Marler, L. E., Vardaman, J. M., & Allen, D. G. 2021. Human resource management in family firms: Review, integration, and opportunities for future research. In M. Buckley, T. Wheeler, J. Baur, & J. Halbesleben's *Research in Personnel and Human Resources Management*, Vol. 39., Emerald Publishing Limited.
2. Marler, L. E., Barnett, T., & Vardaman, J. M. 2019. *Justice in the family firm: An integrative review and future research agenda*. In E. Memili & C. Debrill's edited book, *Heterogeneity among Family Firms*, Palgrave.
3. Marler, L. E., & Fuller, J. B. 2016. *The emergence of dark riders in high performance work systems*. In N. Ashkanasy, R. Bennett, & M. Martinko's *Understanding the High Performance Workplace: The Line between Motivation and Abuse*. SIOP Frontier Series.
4. Marler, L. E. 2005. *Goals and Goal-setting*. In M. Helms (Ed.), *Encyclopedia of Management* (5<sup>th</sup> edition). London: Gale.

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### *Invited Conference Presentations*

1. Marler, L. E., & Stanley, L. J. Commentary on *We are friends but are we family? Nonfamily employee retention in family businesses*. Presented at the 14th Annual Theories of Family Enterprise Conference, Edmonton, Canada, 2016.
2. Barnett, T., & Marler, L. E. *Family vision and exchange systems in family firm dominant coalitions: Effects on procedural justice climate in the family firm*. Presented at the 8<sup>th</sup> Annual Theories of Family Enterprise Conference, Vallander, Germany, 2011.
3. Marler, L. E. A commentary on *Why firms strive for non-pecuniary performance: The case of the family firm*. Presented at the 7th Annual Theories of Family Enterprise Conference, Boston, MA, 2009.

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### *Peer-Reviewed Conference Presentations* \*Current or former PhD Student

1. Kim\*, T., Medina-Craven, M.N., Marler, L.E., & Long, R.G., *Leveraging SEW for Recruitment: Applicant Willingness to Join Family Firms*, Southern Management Association, St. Pete Beach, FL, October, 2020. (presented virtually)
2. Kim\*, T. & Marler, L.E., *The Impact of Family Ownership on Firm Innovation and The Moderating Effect of Cooperation*, Academy of Management Annual Meeting, Vancouver, Canada, August, 2020. (presented virtually)
3. Carter, W. R., Badawy, B., Connelly, B., Daspit, J., Fallah, S., Lyons, L., Marler, L. E., Munyon, T., Pollack, J., Vardaman, J. *Reviewing reviews, reviewers, and reviewing: Anything to see inside the black box of a blinded system?* Accepted for presentation in a Professional Development Workshop at the Southern Management Association Meetings, Norfolk, VA, 2019.
4. Kim\*, T., Marler, L. E., & Long, R. G. *The Preservation of SEW and Family Firm Talent Acquisition: A Curse or a Blessing*. Paper development workshop and presented as a poster at the Family Enterprise Research Conference, Burlington, VT, 2019.
5. Kim\*, T., Marler, L. E., & Vardaman, J. M. *Inter-organization cooperation of family firms and innovation*. Poster presented at the Family Enterprise Research Conference, Burlington, VT, 2019.
6. Cox, S. S., Hendon, J. R., & Marler, L. E. *An exploratory study of the effects of HPWS practices on small and micro business*. Poster presented at Southwestern Academy of Management Meetings, Houston, TX, 2019.
7. Tabor\*, W., Madison, K., Kellermanns, F. W., & Marler, L. E. *The Effects of Spiritual Leadership on Work-Family Conflict and Organizational Commitment in the Family Firm*. Presented at the Southern Management Association Meetings, Lexington, KY, 2018.
8. Fuller, J. B., Marler, L. E., Bajaba\*, S., & Lovett, M. *Deconstructing the proactive personality construct: Exploring a change-control circumplex model*. Presented at the Academy of Management Meetings, Chicago, IL, 2018.

9. McLarty, B.D., Kluemper, D.H., Marler, L., Rogers, B.L., & Vardaman, J. *Personality research in family business*. Professional Development Workshop presented at the Academy of Management Annual Conference, Chicago, IL, 2018.
10. Vardaman, J., McLarty, B.D., Marler, L., & Dhaenens, A. *Profiles in motivation: A typology of nonfamily employees in family firms*. Poster presented at the Family Enterprise Research Conference, Guadalajara, Mexico, 2018.
11. Marler, L. E. (Organizer and panelist). Other panelists: Fuller, J. B., Bajaba\*, S., Lovett, M., & Simmering, M. J. *Advancing the assessment of proactivity: Construct clarity, the emerging developmental view, CMV, and cultural generalizability*. Panel session at the Southern Management Association Meetings, St. Pete Beach, FL, 2017.
12. Tabor\*, W., Marler, L. E., & Chrisman, J. *Servant leadership: Righting the wrongs of injustice in the family firm*. Presented at the Southern Management Association Meetings, St. Pete Beach, FL, 2017.
13. Marler, L. E. (Organizer and panelist). Other panelists: Vardaman, J. M., Allen, D., & Carr, J. C. *Turnover and retention of non-family employees in the family firm*. Panel session at the Southern Management Association Meetings, Charlotte, NC, 2016.
14. Vardaman, J. M., Marler, L. E., & Sterling, C. *Social network analysis in family business research*. Presented at the Southern Management Association Meetings, Charlotte, NC, 2016.
15. Medina, M. N., & Ostermeier, K. (Organizers), Panelists: Vardaman, J. M., Cooper, D., Marler, L. E., Carr, J. *The Intersection of OB and Family Business*. Panel session at the Academy of Management Meeting in Anaheim, CA, 2016.
16. Li\*, Z., & Marler, L. E. *CEO Pay gap and firm resilience: A behavioral integration perspective*. Presented at the Southern Management Association Meetings, St. Pete Beach, FL, 2015.
17. Fuller, J. B., Marler, L. E., Cox, S. S., Simmering, M. J., Bennett, R. B., & Curry\*, J. *You've got the touch, or do you? A gendered emotional display perspective on perceptions of supervisor support*. Presented at the Southern Management Association Meetings, St. Pete Beach, FL, 2015.
18. Fuller, J. B., & Marler, L. E. *Dark Riders in High Performance Work Systems? The Potential for Perceived Abuse by Proactive Managers*. Presented at the Academy of Management Meetings, Philadelphia, PA, 2014.
19. Daspit, J. D., & Marler, L. E. *Is failing to plan, planning to fail? An examination of proactiveness and planning on multi-level influences to minimize family firm succession failure*. Poster presented at the Family Enterprise Research Conference, Portland, OR, 2014.
20. Hammond\*, N., & Marler, L. E. *Saying "yes" to succession: Understanding the role of successor autonomy, passion, and commitment*. Poster presented at the Family Enterprise Research Conference, Portland, OR, 2014.

21. Marler, L. E., Cox, S. S., & Simmering, M. J. *Sometimes we mum, sometimes we don't: An examination of proactive personality and the intervening role of cognitive-motivational states on the mum effect.* Presented at Southern Management Association Meetings, New Orleans, LA, 2013.
22. Marler, L. E., & De Massis, A. *Intra-family Succession in the Family firm: The role of incumbent proactive personality.* Presented at the Academy of Management Meetings, Lake Buena Vista, FL, 2013.
23. Fuller, J. B., Marler, L. E., & Hester, K. *Leader reactions to proactive behavior: Giving credit when credit is due.* Presented at the Academy of Management Meetings, Boston, MA, 2012.
24. Fuller, J. B., Marler, L. E., Simmering, M. J., Cox, S. S., & Cheramie, R. A. *Fulfilling the need for touch at work.* Presented at the Academy of Management Meetings, San Antonio, TX, 2011.
25. Marett, L. K., & Marler, L. E. *Too much of a good thing? Feedback distractions during computer-mediated group collaboration.* Presented at the Academy of Management Meetings, San Antonio, TX, 2011.
26. Marler, L. E., McKee\*, D. N., Cox, S. S., Simmering, M. J., & Allen, D. G. *Don't make me the bad guy: Self-monitoring, organizational norms, and the Mum Effect.* Presented at the Southern Management Association Meetings, St. Pete Beach, FL, 2010.
27. Fuller, J. B., Simmering, M. J., Marler, L. E., Cox, S. S., & Bennett, R. B. *Tactile interaction norms and touch self-efficacy: Predicting managers' use of touch at work.* Presented at the Southern Management Association Meetings, St. Pete Beach, FL, 2010.
28. Marler, L. E., Fuller, J. B., & Cox, S. S. *Predicting voice and taking charge behavior: A selection perspective.* Presented at the Academy of Management Meetings, Chicago, IL, 2009.
29. Messersmith, J. G., & Marler, L. E. *Building on the continuous learning model: The role of human agency in training & development.* Presented at the Academy of Management Meetings, Chicago, IL, 2009.
30. Cox, S. S., Marler, L. E., Simmering, M. J., & Allen, D. G. *Mum's the word: Development of scales to measure the Mum Effect.* Presented at the Southern Management Association Meetings, Asheville, NC, 2009.
31. Cox, S. S., Bennett, R. J., & Marler, L. E. *An examination of the effects of justice and trust on the development of a forgiveness climate.* Presented at the Society for Industrial & Organizational Psychology Conference, New Orleans, LA, 2009.
32. Fuller, J. B., & Marler, L. E. *Change driven by nature: A meta-analytic review of the proactive personality literature.* Presented at the Academy of Management Meetings, Anaheim, CA, 2008.
33. Cox, S. S., Bennett, R. J., & Marler, L. E. *Effects of high self-esteem and empathy on forgiveness.* Presented at the Society for Industrial & Organizational Psychology Conference, San Diego, CA, 2008.

34. Norris, D., Marler, L. E., & Pratt, J. *Research frontiers for the creative class*. National Collegiate Inventors & Innovators Alliance Conference, Dallas, TX, 2008.
35. Fuller, J. B., Hester, K., & Marler, L. E. *Using performance-based theory to better understand proactive engagement at work*. Presented at the Academy of Management Meetings, Philadelphia, PA, 2007.
36. Fuller, J. B., Simmering, M. J., Marler, L. E., Cox, S. S., & Bennett, R. J. *Tactile interaction at work: Validating measures of touch self-efficacy and touch anxiety*. Presented at the Southern Management Association Meetings, Nashville, TN, 2007.
37. Simmering, M. J., Cox, S. S., & Marler, L. E. *Giving feedback: Development of three scales to assess rater attitudes*. Presented at the Southern Management Association Meetings, Nashville, TN, 2007.
38. Simmering, M. J., Fuller, J. B., Marler, L. E., & Bennett, R. *Touch self-efficacy and touch anxiety: First steps toward touch as a positive organizational behavior*. Presented at the Southern Management Association Meetings, Clearwater, FL, 2006.
39. Marler, L. E. *Exploring the connection between forgiveness and touch*. Presented at the Academy of Management Meetings, Atlanta, GA, 2006.
40. Marler, L. E., Fuller, J. B., & Hester, L. K. *Promoting felt responsibility for constructive change: A structural and socio-structural approach*. Presented at the Southern Management Association Meetings, Charleston, SC, 2005.
41. Fuller, J. B., Marler, L. E., Hester, K., Frey, L., & Relyea, C. *Construed external image and organizational identification: A test of the moderating influence of need for esteem*. Presented at the Southwestern Academy of Management Meetings, Oklahoma City, OK, 2005.

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## Grants for Research, Study, & Outreach

### External Grant Recipient

CARES ACT Subaward - Prime Sponsor: United States Small Business Administration (US - SBA); Sponsor: Mississippi Small Business Development Center

PI: Sharon Oswald

Title: Family Business Education Initiative Responding to COVID-19

Award Amount: \$148,500

Budget Period: 04/01/20 – 03/31/21

- The Small Business Development Center program was provided with resources from the CARES Act to provide education, training and business advising to small businesses that have been impacted by the Covid-19 pandemic. As a result of mandated changes in business operations, many family businesses have had to shift their operations and this subaward addresses the survival, growth and sustainability of family businesses and their special needs.
- As the Director of MSU’s Family Business Education Initiative, in partnership with Mississippi’s SBDC, I helped develop a nine-part video series addresses Paycheck Protection Program loan forgiveness, COVID-19 tax relief, as well as how to approach human resource and business insurance issues. The videos highlight the need for both survival and growth by including information about



adjusting business models, conducting marketing research to better serve customers, considerations for new pricing strategies, and even how to reach new customers such as the U.S. Government.

- <https://www.business.msstate.edu/faculty-research/research-centers/family-business-education-initiative/covid19>

Sponsor: America’s SBDC

Title: SBDC Client Survey Proposal

PI: James Vardaman

Role: Co-PI

Award Amount: \$103,000

Budget Period: 02/28/19 – 08/31/19

- Helped administer the national impact study to 62 SBDC’s in the United States, Puerto Rico, Guam, and the Virgin Islands
- Assisted in online survey design
- Assisted in translation of survey to Spanish
- Corresponded with clients and SBDC directors as needed
- Aided the PI in data management and reporting to SBDC directors

### **Internal Grant Recipient**

Sponsor: Center of Family Enterprise Research (Housed in the College of Business)

Title: Summer Research Grant

#### *Summer 2019*

Research output related to the grant: Carr, J., Marler, L. E., Vardaman, J. M., McLarty, B. & Blettner, D. Psychological Antecedents of Decision Comprehensiveness and Their Relationship to Decision Quality and Performance in Family Firms: An Upper Echelons Perspective. Status/outlet: Accepted in the *Family Business Review Special Issue on “Psychological Foundations of Management in Family Firms.”*

#### *Summer 2018*

Research output related to the grant: Tabor, W., Madison, K., Marler, L. E., & Kellermanns, F. W. The effects of spiritual leadership on work-family conflict and organizational commitment in the family firm. *Journal of Business Ethics Special Issue on “Values, Spirituality, and Religion: Family Business and the Roots of Sustainable Ethical Behavior.”*

#### *Summer 2017*

Research output related to the grant: Marler, L. E., Barnett, T., & Vardaman, J. M. 2018. Justice in the family firm: An integrative review and future research agenda. In E. Memili & C. Debrill’s edited book, *Heterogeneity among Family Firms*. Palgrave.

#### *Summer 2016*

Research output related to the grant: Dhaenens, A. J., Marler, L. E., Chrisman, J. C., & Vardaman, J. M. 2018. Careers in family business: Mentoring and organizational commitment. *Human Resource Management Review*, 28, 46-55.

*Summer 2014*

Research output related to the grant: Daspit, J. D., & Marler, L. E. Is failing to plan, planning to fail? An examination of proactiveness and planning on multi-level influences to minimize family firm succession failure. Poster presented at the Family Enterprise Research Conference, Portland, OR, 2014.

*Summer 2012*

Research output related to the grant: Marler, L. E., Botero, I. C., & De Massis, A. 2017. Succession-related role transitions in family firms: The impact of proactive personality. *Journal of Managerial Issues Special Issue on "Strategic Issues in the Family Firm,"* 29(1), 57-81.

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## TEACHING

### *Teaching Summary*

I have taught 4 sections of MGT 9533: Seminar in Human Resource Management Literature, a graduate class for Management Ph.D. students. For undergraduate classes, I have taught 3 sections of MGT 4533: Advanced Human Resource Management, 13 sections of MGT 4543: Compensation Management, and 36 sections of MGT 3513: Introduction to Human Resource Management. In each undergraduate course, I employ teaching methods that use applied activities and case studies to promote student engagement and understanding of course concepts. I presented these interactive teaching methods at the Society for Human Resource Management Innovation in Teaching Conference in 2013. Overall student evaluation scores for each class taught range from 5.0 to 4.2, where 5 = strongly agree and 1 = strongly disagree.

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### *Learning and Pedagogical Scholarship*

#### **National Conference Presentation**

Cox, S. S., & Marler, L. E. *Terms of Engagement: Combining Approaches to Reach Your HRM Students*. Presented at the AOM Human Resources Division and Society for Human Resource Management Innovation in Teaching Conference, Chicago, IL, 2013.

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### *Courses Taught*

#### **MGT 9533: Seminar in Human Resource Management Literature**

*Course Catalog Description:* Discussions and presentations pertaining to HRM literature. Emphasis on understanding the empirical and theoretical research in this area and developing individual theoretical manuscripts for presentation.

*Course Design:* This course prepares Management Ph.D. students for their future careers. My goal is for them to gain an understanding of the human resource management literature and experience with the development of theoretical models. I place special emphasis on the peer review process often associated with academic research. To simulate the review process, student course papers received professional reviewer feedback in addition to my own. They must respond to feedback as if it were a revise and resubmit.

*Selected Student Comments*

- Thank you for finding other scholars to review our papers. That is very helpful. I also enjoyed the entire semester very well. I feel like I know a lot more of HR now. (Spring 2014)
- I really enjoyed the format of the class. We had great discussions. (Spring 2014)

*Student Evaluation Score Summary*

Semester of MGT 9533	Number of responses	Overall Evaluation Score
Spring 2014	5	5.0
Spring 2016	3	5.0
Spring 2018	2	5.0

**MGT 4533: Advanced Human Resource Management**

*Course Catalog Description:* Three hours lecture. Study of problems in the field of human resource management emphasizing development of the ability to analyze problems and to apply management fundamentals to human resources.

*Course Design:* Advanced HR is by my design a course in the application of human resource concepts. My objective is for students to develop a more holistic understanding of HR such that they see how HR practices fit with business strategy and employment law. Every single class period requires students to complete an activity in which they apply HR concepts. For example, students are given a job application form and required to evaluate the job relatedness of each item, indicating if the item is job related and what if any law it may violate. Another class activity requires them to forecast the number of employees a business will need to hire. They must calculate turnover to take it into account its influence on a company’s human resource forecasting for future hiring needs; they also take into account the company’s strategy to expand offices.

*Selected Student Comments*

- One of my favorite class structures at State so far! Really made the class more interactive and comfortable. Thanks for a great semester! (Fall 2018)
- One of my favorite classes. One of the few classes I’ve taken that give applicable real world scenarios. (Spring 2019)

*Student Evaluation Score Summary*

Semester of MGT 4533	Number of responses	Overall Evaluation Score
Fall 2018	37	4.7
Spring 2019	26	4.8
Fall 2019	34	4.8

**MGT 4543: Compensation Management**

*Course Catalog Description:* Three hours lecture. Compensation fundamentals, practices, and problems, including wage level determinants, wage & salary structures, merit rating, methods of wage payments, fringe benefits, & controls.

*Course Design:* My goal is to provide undergraduate students with experience applying concepts related to compensation. I have designed activities in which they develop wage structures in class and perform a job evaluation to determine appropriate pay levels for various jobs within a hypothetical organization. To foster a more holistic understanding of the compensation function of HR, I developed a comprehensive project requiring students to conduct a job analysis and develop a job description for a job they would like to have upon graduating, then require them to use the O\*Net database and salary.com to gain an understanding of not only base pay but also pay incentives and benefits. I also developed mini-cases to aid students in application of the Fair Labor Standards Act and the Family and Medical Leave Act.

*Selected Student Comments*

- I really enjoy Dr. Marler as an instructor. I truly believe that she wants us all to excel not only in her class but life as future business leaders. (Fall 2013)
- I really enjoyed this class, Comp. Mgt. I never thought I'd learn as much about employee benefits and compensation plans. Very informative for the future. (Fall 2016)

*Student Evaluation Score Summary*

Semester of MGT 4543	Number of responses	Overall Evaluation Score
Fall 2012	31	4.7
Spring 2013	23	4.6
Fall 2013	37	4.2
Fall 2014	30	4.5
Spring 2015	40	4.7
Fall 2015	20	4.6
Spring 2016	35	4.6
Fall 2016	25	4.5
Spring 2017	34	4.4
Fall 2017	25	4.6
Fall 2018	30	4.7
Spring 2019	36	4.6
Fall 2019	33	4.8

**MGT 3513: Introduction to Human Resource Management**

*Course Catalog Description:* Three hours lecture. Development of efficient programs for managing human resources. Emphasizes equal employment opportunity, performance evaluation, selection, placement, education, training, safety, and health.

*Course Design:* While teaching this undergraduate course, my classes often had over 40 different majors, business and non-business. I utilized interactive teaching methods to encourage student preparation and participation. Students were assigned discussion questions which they answered before class using their text book. I called on students during class to answer assigned questions and lectured on more difficult material and incorporated relevant outside material to ensure the students

would be prepared for a modern work environment. I also developed mini-cases and in-class problems to help students in the application of management concepts.

*Selected Student Comments*

- I learned a great deal about HR from you. This class was really helpful and the knowledge I received is something that will stick with me for my future career. I believe that your teaching methods were very successful for me. The slides, videos, activities, lecture, etc. were all great and really helpful. (Summer 2015)
- The class activities were very useful in learning the material in greater detail. It helped me understand the material more because it took it off a page to a real experience. Activities were very helpful for learning purposes. (Fall 2014)

*Student Evaluation Score Summary\**

Semester of MGT 3513	Number of responses	Overall Evaluation Score	Semester of MGT 3513	Number of responses	Overall Evaluation Score
Sum 2008	19	4.2	Spring 2012	66	4.2
Fall 2008	64	4.4	Spring 2012	65	4.4
Fall 2008	35	4.5	Fall 2012	51	4.5
Spring 2009	74	4.3	Spring 2013	42	4.6
Spring 2009	65	4.4	Sum 2013	18	4.8
Sum 2009	17	4.7	Fall 2013	68	4.3
Fall 2009	63	4.5	Spring 2014	68	4.5
Fall 2009	50	4.5	Sum 2014	36	4.8
Spring 2010	68	4.4	Fall 2014	61	4.6
Spring 2010	64	4.6	Spring 2015	76	4.6
Sum 2010	20	4.7	Sum 2015	29	4.8
Fall 2010	66	4.4	Fall 2015	57	4.5
Spring 2011	72	4.4	Fall 2016	42	4.6
Spring 2011	66	4.5	Spring 2017	45	4.4
Sum 2011	18	4.7	May 2017	18	4.9
Fall 2011	59	4.4	Fall 2017	18	4.6
Fall 2011	65	4.4	May 2018	7	4.9

\*Scores not available for two of the summer sections taught.

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## SERVICE

*Service Summary*

External service highlights include currently serving on four editorial boards - *Entrepreneurship Theory and Practice*, *Human Resource Management* (both Financial Times Top 50 Journals), *Group & Organization Management*, as well as the *Journal of Managerial Issues*. Other notable service and outreach include serving as the Southern Management Association OB Track Co-Chair for the 2018 conference and co-founding the Family Business Educative Initiative at Mississippi State University in 2018. Internal service highlights include previously serving as a Management Ph.D. Program Co-Coordinator, the MSU College of Business Curriculum Committee Chairperson, and as the

MSU College of Business representative on the University's Graduate Council. I have been heavily involved with the doctoral program at MSU, having chaired two dissertations, served on seven dissertation committees, and directed four independent studies.

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***Doctoral Program Service***

Doctoral Co-Coordinator	Management Ph.D. Program, Spring 2017 – Summer 2020 Recruit potential applicants (secured a University Grant for recruitment and developed recruitment material); manage the applicant selection process; work with students and doctoral faculty to assign a program committee; mentor students; organize Proseminars to provide Ph.D. students with additional knowledge.
Proseminar Speaker	Transitioning from Ph.D. student to assistant professor Mississippi State University, Management Ph.D. Students, 2009  Conducting an effective job search Mississippi State University, Management Ph.D. Students, 2017
Selection	Developed structured interview for interviews with doctoral applicants; participated in selection Ph.D. students, 2008 – Present
Dissertation Committee Chair	Taewoo Kim, Mississippi State University Ph.D. Student in Management <i>Dissertation title – The Impact of Family-Friendly Workplace Practices on Turnover Intentions of Non-Family Employees in Family Firms: A Conservation of Resources Approach.</i>  Bryan Rogers, Mississippi State University Ph.D. Student in Management, defended Spring 2017 <i>Dissertation title – A Social Network Perspective of Nonfamily Employee Identification and Turnover Intention in Family Firms</i>
Dissertation Committee Member	Nathan Hammond, Mississippi State University Ph.D. Student in Management <i>Dissertation title – Towards a Theory of Legacy: The Proposal, Development, and Validation of a Family Legacy Orientation Scale</i>  Will Tabor, Mississippi State University Ph.D. Student in Management, proposed Spring 2019 <i>Dissertation title – Family Firm Selection: A Relational Perspective</i>  Emma Su, Mississippi State University Ph.D. Student in Management, defended Spring 2019 <i>Dissertation title – Two Essays on Diversification in Family Firms</i>

Andrew Dhaenens, Mississippi State University  
Ph.D. Student in Management, defended Fall 2018  
*Dissertation title – A Longitudinal Assessment of the Career Success of Mentors in Developmental Networks*

D’Lisa McKee, Mississippi State University  
Ph.D. Student in Management, defended Summer 2015  
*Dissertation title – Ink vs Inc: The Influence of Visible Tattoos on Trustworthiness and Learning*

Greg Tapis, Mississippi State University  
Ph.D. Student in Management, defended Fall 2011  
*Dissertation title – The Influence of the Physical Environment and Culture on Family Member Involvement and Succession Intentions in the Family Business: An Application of Historical, Cultural, and Political Ecology*

Vinh Nguyen, Mississippi State University  
Ph.D. Student in Management, defended Fall 2010  
*Dissertation title – Organizational, Job, and Supervisory Antecedents and Consequence of Job Embeddedness: The Case of Vietnam*

Program  
Committee  
Chair

Taewoo Kim, Mississippi State University

Program  
Committee  
Member

Will Tabor, Mississippi State University

Andrew Dhaenens, Mississippi State University  
Nathan Hammond, Mississippi State University  
Greg Tapis, Mississippi State University

Independent  
Study on  
Family  
Firm Research

Sara Davis, Mississippi State University  
Summer 2019

Independent  
Study on  
Proactivity

Andrew Dhaenens, Mississippi State University  
Fall 2015

Independent  
Study on  
Field Studies

Will Tabor, Mississippi State University  
Fall 2017

Independent  
Study on  
Family Firms

Taewoo Kim, Mississippi State University  
Summer 2018

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**Departmental Service**

- |                        |   |
|------------------------|---|
| Chapter Advisor        | MSU Student Chapter of the Society for Human Resource Management, 2008 – 2015 <ul style="list-style-type: none"><li>– Restarted the organization in 2008 and hosted over 20 professional guest speakers</li><li>– Led student volunteer teams at three MS State HR Conferences, 2010 – 2012</li><li>– Developed a one –year mentorship program in partnership with the Golden Triangle Human Resource Association</li></ul> |
| Departmental Selection | Participated in the selection process for hiring new faculty, 2014, 2015, 2016, 2017, 2018, 2019, 2020 <ul style="list-style-type: none"><li>– Developed structured interview for interviews with job applicants,</li><li>– Helped conduct skype and in-person interviews with job applicants</li><li>– Attended job talks and helped host on-campus candidates</li></ul>   |

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**College Service**

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|---|---|
| Committee Chair & Departmental Representative | College of Business Curriculum Committee Mississippi State University, 2016 – Summer 2020 <ul style="list-style-type: none"><li>– Organize college-wide meetings for the committee</li><li>– Manage the review and approval process for any curriculum and program changes in the College of Business</li><li>– Provide guidance to all departments in the College regarding curriculum and program changes</li><li>– Submit curriculum and program changes for the Management Faculty</li><li>– Assist with changes for Business Information Systems faculty as needed</li></ul> |
| Chapter Co-Advisor                            | Undergraduate Women in Business, MSU College of Business, 2017 – Present <ul style="list-style-type: none"><li>– Assist Dr. Melissa Moore, head advisor</li><li>– Worked with undergraduate women in business to aid in their development of promotional materials and fundraising efforts to attend Harvard’s International Women in Business Conference</li><li>– Support chapter with guidance, feedback, and attendance of meetings as needed</li><li>– Participate in resume critique service</li></ul>  |
| Committee Member                              | Beta Gamma Sigma Ceremony (planner & ceremony reader) College of Business, Mississippi State University, 2014 – Present   |



Committee Member	Search Committee for the Maker Space College of Business, Mississippi State University, 2019
Committee Member	Search Committee for the Graduate Director College of Business, Mississippi State University, 2014
Committee Member	Search Committee for the Division Head of the Meridian Division of Business, Mississippi State University, 2013

***Service to MBA Program***

MBA Judge	Speaker’s Edge Competition, MSU MBA Program 2015, 2017-2019 – Assess the presentation skills of individuals and teams
Presentation Judge	MGT 8113: Leadership Skills for Managerial Behavior 2018-2019 – Evaluated team presentations for course content and statistical analysis

***University Service***

Member	Mississippi State University Graduate Council, Fall 2018 – Present
Member	Academic Review Board (Grade Appeals) Mississippi State University, 2014 – Spring 2018
Participant	Mississippi State University Faculty Senate Round Table, April 2013

***Service to the Management Profession***

†*Financial Times 40/45/50 journal*

Editorial Review Board	† <i>Entrepreneurship Theory and Practice</i> , 2016 – Present † <i>Human Resource Management</i> , Present <i>Journal of Managerial Issues</i> , 2016 – Present <i>Group and Organization Management</i> , July 2020 - Present
Ad Hoc Reviewer	<i>Applied Psychology: An International Review</i> , 2015 – Present <i>Entrepreneurship Theory and Practice</i> , 2008 – Present <i>European Journal of Work and Organizational Psychology</i> , 2008, 2016 <i>Family Business Review</i> , 2017–2021 <i>Group &amp; Organization Management</i> , 2014 <i>Human Resource Management</i> , 2009 – 2018 <i>Human Relations</i> , 2014, 2018 – 2021 <i>Journal of Business Venturing</i> , 2017 <i>Journal of Career Development</i> , 2014 <i>Journal of Family Business Strategy</i> , 2019 <i>Journal of Management</i> , 2014-2017 <i>Journal of Managerial Issues</i> , 2012 – Present

*Journal of Organizational Behavior*, 2014 – 2017

*Journal of Occupational & Organizational Psychology*, 2010 – 2011, 2018

*Performance Improvement Quarterly*, 2016

*The Social Science Journal*, 2019

Track Chair	Southern Management Association, 2018 Organizational Behavior Track (Co-chair with Dr. Bryan Fuller) <ul style="list-style-type: none"><li>– Managed decisions for all submissions to the track</li><li>– Selected best paper award recipients and best reviewers</li><li>– Assigned reviewers to papers and assigned session chairs</li></ul>
Consortium Coordinator	Mid-South Management Research Consortium (MMRC), 2018 Location: College of Business at Mississippi State University <ul style="list-style-type: none"><li>- Co-coordinated with Dr. James Vardaman and shared the duties below</li><li>- Secured speakers and organized programming</li><li>- Hosted scholars from six peer universities</li><li>- Provided developmental opportunities for PhD students</li><li>- Provided networking opportunities for attendees</li><li>- Approximately 95 attendees</li></ul>
Consortium Coordinator	Mid-South Management Research Consortium (MMRC), 2016 Location: College of Business at Mississippi State University <ul style="list-style-type: none"><li>– Co-coordinated with Dr. James Vardaman and shared the duties below</li><li>– Secured speakers and organized programming</li><li>– Hosted scholars from six peer universities</li><li>– Provided developmental opportunities for PhD students</li><li>– Provided networking opportunities for attendees</li><li>– Approximately 65 attendees</li></ul>
Consortium Speaker	Pre-doctoral Student Consortium, Southern Management Association Meeting, 2016 - 2017 <ul style="list-style-type: none"><li>– Session title: “A Realistic Job Preview of a Doctoral Student”</li><li>– Presentation to help prepare participants for the “real” life of a doctoral student</li></ul>
Consortium Panelist	Pre-doctoral Student Consortium, Southern Management Association Meeting, 2018 – 20120 <ul style="list-style-type: none"><li>– Panel title: “Preparing a Strong Application Package”</li><li>– Presentations and discussion session with current/former Ph.D. Coordinators to aid participants in applying to Ph.D. programs</li></ul> New Doctoral Student Consortium, Academy of Management, Anaheim, CA, 2008
Session Chairperson	Academy of Management Meeting, 2008, 2012, 2014, 2017 Southern Management Association Meeting, 2005, 2007, 2009

Research Speed Dating Facilitator	Southern Management Association Meeting, 2016
Round Table Session Facilitator	Academy of Management Meeting, 2012 Mid-South Management Research Consortium, 2016 Mid-South Management Research Consortium, 2017
Panelist	So you've got tenure, now what? Southern Management Association Meetings, 2018
Discussant	Southern Management Association Meeting, 2006, 2010, 2011
Reviewer	Academy of Management Meeting, 2007 – 2014, 2016 Southern Management Association Meeting, 2007, 2009 – 2011, 2014, 2016, 2019
Best in Track Committee	Selected best in track for the Innovative Teaching Track Southern Management Association Meeting, 2019
Best Doctoral Student Paper Committee	HR & Careers Track, Southern Management Association Meeting, 2011
Consortium Fellow	Organizational Behavior Division, Academy of Management, Philadelphia, PA, 2007
Consortium Fellow	Human Resource Division, Academy of Management, Atlanta, GA, 2006
Consortium Fellow	Southern Management Association, Charleston, SC, 2004

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***Academic, Professional, and Community Organizational Memberships***

Board Member	College Relations/Workforce Readiness Officer, 2014-2018 Golden Triangle Human Resource Association <ul style="list-style-type: none"> <li>– Attended monthly meetings to learn about current HR issues</li> <li>– Attended board meetings</li> <li>– Engaged in programing and securing guest speakers for the organization</li> <li>– Aided in securing internships and job opportunities for students</li> </ul>
Member	Academy of Management Association
Member	Southern Management Association
Member	Society for Human Resource Management
Member	Beta Gamma Sigma

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## **Outreach Service**

Outreach on behalf of Mississippi State University includes co-founding the *Family Business Education Initiative* as well as conducting presentations for the *Stennis Institute of Government* and *CSpire* executives on topics including effective workplace communication and adapting to change in the workplace.

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### ***Family Business Education Initiative (FBEI)***

- Co-founded the initiative in 2018 with Dr. James Vardaman
- <https://www.business.msstate.edu/faculty-research/research-centers/family-business-education-initiative>
- *Mission:* Job creation is a vital part of the mission of the College of Business. Many entrepreneurs have the technical skills and motivation to start their businesses, but struggle to grow their businesses because they lack the necessary training to do so. FBEI supports job creation by providing small business owners the tools and knowledge they need to grow, such as HR/legal issues, staffing, and technology. In this way, FBEI helps entrepreneurs take the next step in growing their businesses.
- *Inaugural FBEI Program:* The inaugural FBEI program took place on February 7, 2019 and was comprised of three sessions. Sessions were facilitated by experts in family firms whose research has been funded by the Center of Family Enterprise Research. The goal of each session was to provide attendees with a greater understanding of management concepts as well as the opportunity to apply these concepts to their own firms.
- *Session Conducted at the Inaugural FBEI:* Acquiring and Retaining Talent (February 2019), Mississippi State University
- *Responding to COVID-19 Video Series:* <https://www.business.msstate.edu/faculty-research/research-centers/family-business-education-initiative/covid19>

### ***CSpire***

- Impactful communication: Research & practice (November 2017), Mississippi State University
- Fostering effective communication and proactive behavior (November 2018), Mississippi State University
- Fostering effective communication and proactive behavior (scheduled for November 2019), Mississippi State University

### ***Stennis Institute of Government Leadership Program***

- Difficult Conversations (May 2010), Mississippi State University
- Difficult Conversations (May 2011), Mississippi State University
- Difficult Conversations (May 2013), Mississippi State University
- Difficult Conversations (May 2014), Mississippi State University
- Difficult Conversations (May 2015), Mississippi State University
- Difficult Conversations (May 2016), Mississippi State University
- Difficult Conversations (May 2017), Mississippi State University
- Difficult Conversations (May 2018), Mississippi State University
- Difficult Conversations (May 2019), Mississippi State University
- Difficult Conversations (November 2020), Mississippi State University

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## INDUSTRY AND EDUCATIONAL EXPERIENCE

- Instructor      Taught Society for Human Resources Management  
Certification Preparation Courses, Louisiana Tech University Continuing  
Education, Ruston, LA, October – December 2007; March – May 2007,  
December – April 2006
- Staff  
Accountant      Performed accounting work, including assisting in the preparation  
of tax returns and financial statements for McGehee & Keen, LLC, Ruston,  
LA, January – July 2004
- Audit Intern      Worked in the auditing department of Arthur Andersen, Houston, TX,  
May – July 2001